

# Institute for Music Leadership

## 2022 - 2023

# Annual Report



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**EASTMAN  
INSTITUTE FOR  
MUSIC LEADERSHIP**



**EASTMAN**  
SCHOOL OF MUSIC  
UNIVERSITY of ROCHESTER

# DIRECTOR'S NOTE

Welcome to the 2022-2023 Annual Report of the Institute for Music Leadership (IML)! I'm pleased to share this comprehensive overview of our accomplishments, milestones, impact, and collective efforts that have made the IML a beacon of excellence in music leadership. As an integral part of the Eastman School of Music, we are committed to nurturing and empowering the next generation of music leaders, educators, and innovators. Through our diverse programs, initiatives, and collaborations, we strive to create a thriving ecosystem where artistic excellence and visionary leadership converge. As reflected in our mission statement, the IML creates career and leadership development opportunities for musicians on and off the stage.

Over the past year, the IML celebrated numerous accomplishments. First, during Meliora Weekend, we hosted a Celebration of IML that recognized multiple milestones: the 25th Anniversary of the Catherine Filene Shouse Arts Leadership Program, the 20th Anniversary of the Institute for Music Leadership, and the 5th Anniversary of the Master of Arts in Music Leadership graduate degree. The IML is also a participant in a cross-disciplinary research team that has been awarded a three-year, \$1.8 million grant from the National Science Foundation to explore the intersection of arts and technology, researching how artificial intelligence can empower musicians to produce and disseminate their art more effectively.

Additionally, there were three significant operational changes incorporated within the IML. First, the department continued to integrate strategic planning activities and evaluations throughout our yearly operations. This aids in our ability to implement, assess, and continue evolving our offerings in a timely manner. Second, the IML continued to design and implement evaluation mechanisms to help quantify the impact of programs and initiatives offered. We continued assessing responses from the Spring 2022 IML alumni survey to better understand the department's impact over the past 25 years. During 2022-2023, the IML began systematically tracking participation numbers for every event and instituted post-event surveys to capture real-time feedback prior to attendees departing. This internal impact tracking helps the IML to better understand how to continue evolving our leadership development opportunities to our communities. Lastly, the IML hired graduate research assistants to begin regular tracking and assessment of industry trends and transformations in support of the goals of the Paul R. Judy Center for Innovation and Research. We anticipate the first iteration of this research being made publicly available during 2023-2024.

In the following pages, you'll see how the IML has continued to expand our reach, progressed in building meaningful partnerships within and outside of Eastman, and engaged in initiatives that promote diversity, equity, and inclusivity in music leadership development. You'll also witness the collective dedication and passion of our faculty, staff, students, and partners. Together, we have fostered a collaborative and inclusive environment that encourages artistic exploration through cultivating an entrepreneurial mindset. As we look ahead, the IML remains steadfast in our dedication to preparing music leaders who are not only exceptional artists but also community builders, advocates, and entrepreneurial and innovative thinkers.

Personally, I would like to express my heartfelt gratitude to the IML's dedicated administrative team, our exceptional faculty, talented students, and the many creative partners and supporters that bring IML's mission to life. It is this unwavering commitment that fuels the IML's success and enables us to make a meaningful impact. I'd like to also share my sincerest appreciation to IML Assistant Director Dr. Blaire Koerner for her work throughout the last two years to bring this Annual Report to life.

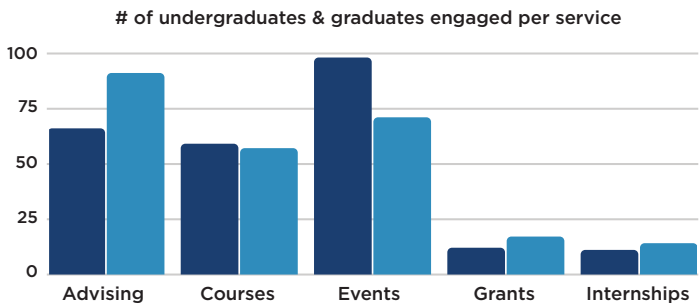
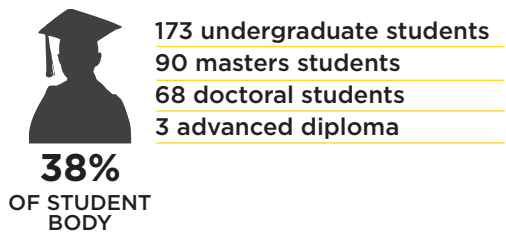
I invite you to delve into these pages to discover the Institute for Music Leadership's impact on a broad community of musicians. If you have questions or ideas for us to consider, please don't hesitate to connect at any time!

Warmest wishes,  
Rachel Roberts  
Director, ESM Strategic Initiatives  
Director, Institute for Music Leadership  
Associate Professor, Music Leadership

# YEARLY SNAPSHOT

## STUDENT ENGAGEMENT

The IML supports ALL students matriculated at the Eastman School of Music. A total of **334 students** engaged with the IML office this year via course offerings, events, advising, and grant applications. Many students have engaged in more than one opportunity with the IML.



## CURRICULUM, EVENTS, & PUBLICATIONS

Every year, the IML offers an assortment of ways to learn and grow—from curricular and guided learning to cross-department collaborations and published resources. This includes:

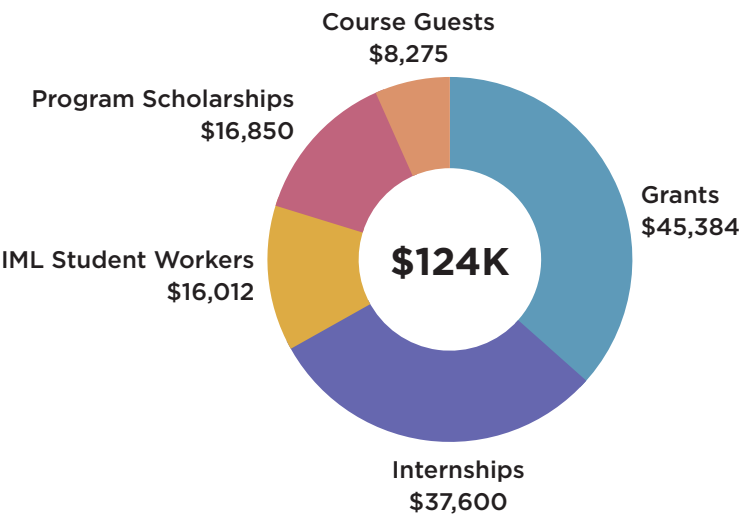


## FUNDING SUPPORT

The IML funds a variety of opportunities that supports the learning, research, networking, and skill development of Eastman students, alumni, faculty, and staff.

*"The IML Mentorship Grant allowed me to record my debut album of all original compositions, based on blending multicultural musical elements. The mentorship helped me especially to learn about the music business aspects that are involved in a musical project. I'm grateful for the support and the funding by this grant program."*

Stephanie Tateiwa '23E (BM)



\*See Appendix for a full listings

# CURRICULAR LEARNING

## MASTER OF ARTS IN MUSIC LEADERSHIP

The online Master of Arts in Music Leadership (MAML) graduate degree is designed for musicians who seek to lead traditional or non-traditional musical arts organizations. This degree combines engaging online learning, courses from Eastman's performance and scholarly offerings, and a culminating capstone project. Drawing from a musical background, graduates will be able to assume leading roles in musical arts initiatives of all kinds, connecting with leaders in the Eastman community and beyond. The backbone of this degree is a combination of intense online coursework and hands-on experiences with leading musical arts organizations and mentors. The degree can be combined with a Master of Music (MM) from Eastman or a Master of Business Administration (MBA) from the University of Rochester's Simon Business School.



### STUDENT SUCCESS STORIES

After completing her capstone internship at The Outer Loop Theater Experience, **Elena Harroun '22E (MA)** was offered a full-time position with the organization as Managing Director. In this role, she is the New York City representative for the theater company, which is dedicated to the professional development of young actors. Elena describes the MAML degree as being "structured in a way that sets students up for success in more aspects than one. Through the program, we are given many opportunities to actually utilize the skills and knowledge we are acquiring...I believe my greatest gain was a deep understanding of myself, my values, and how I related to those around me."



**Steven Alexander '23E (MA), '23 (MBA)** became the first student to complete the combined MAML and MBA, a course of study which provides a one-of-a-kind experience for comprehensive preparation in both music leadership and business administration. Reflecting upon his experience, Steven states "The combined programs gave me all the skills that allow me to confidently enter the professional world. I have learned how to communicate with every audience from patrons, to board members, to CEOs through story telling and real-time data. This combined program brings together everything a candidate should be looking for in a graduate-level program."

## MINOR IN MUSIC LEADERSHIP

The Minor in Music Leadership offers Eastman Doctoral of Music Arts (DMA) candidates the opportunity for focused study to hone both artistic and managerial skills as a future music leader. The program requires 10-12 credits of the courses from the MAML curriculum and offers dedicated individual advising with the MAML program advisor. An average of 5-6 DMA students participate in the ML Minor yearly and are admitted through a competitive application process.

# CURRICULAR LEARNING

## CATHERINE FILENE SHOUSE ARTS LEADERSHIP CERTIFICATE PROGRAM



2023 social with Catherine Filene Shouse Fellows and local ALP alums

The IML's Catherine Filene Shouse Arts Leadership Certificate Program (ALP) is designed to complement musical training with career and leadership training to support students in developing meaningful lives in music. Students personalize their program through course selection (four credits), internship choices (two paid opportunities), connecting with industry professionals, and specialized advising. Those in the program gain knowledge of the music industry and the skills to become leaders throughout their chosen career fields. Each year, up to 25 students (undergraduate and graduate) are accepted into the program.\*

During 2022-2023, the IML redesigned the monthly professional development training to be more experiential, increased the variety of internship options locally and nationally, and incorporated exit interviews with every graduating Catherine Filene Shouse Fellow.

## IML COURSE OFFERINGS

IML courses are available to all Eastman students, regardless of their degree or course of study. These classes are at two levels: 1) FREE 1-2 credit Arts Leadership Curriculum (ALC) offerings for undergraduate and graduates that introduce non-profit and career topics; and 2) the Music Leadership (ML) graduate level 1-4 credit courses that take a deeper dive into leadership issues and trends. In 2022-2023, the ALC courses were assessed as part of a larger review to align all departmental activities with both the IML mission and industry trends. After receiving feedback from students, faculty, alumni, and industry professionals, the IML initiated a process to continue evolving the offerings over the next few years. These changes include:

1. Refocusing, combining, and aligning courses with the established IML philosophies;
2. Adding courses to continue expanding relevant curricular topics; and
3. Realigning ALC offerings to other ESM departments better able to support topics.

Additionally, the IML aims to provide more co-listed curricular options so students have the choice to take classes for credit. The department also aims to increase its online course offerings as a way to increase options within students' demanding schedules.

29

unique courses were offered

## IML ALUMNI WALL

Since 1996, over 480 musicians have graduated with a MAML Degree or a Catherine Filene Shouse ALP Certificate. In order to share their unique stories, the IML launched a physical and digital Alumni Journey Wall. This searchable online database celebrates the diversity of careers, experiences, and industries that alums from IML pursue. From performing to teaching, composing to publishing, leading to founding, MAML & ALP alumni are leaders on and off the stage.

\*See Appendix for a full listing



The IML Alumni Wall features a comprehensive list of IML graduates and alumni spotlights



# GUIDED LEARNING

## ADVISING

The IML provides one-on-one and small group advising for Eastman School of Music students and alumni up to five years post graduation. These advising sessions include topics such as career exploration, application materials, grant proposals, networking, and non-profit and for-profit entrepreneurial support. The philosophy that guides the IML's advising and career support is based on the Designing Your Life model with four core steps: get curious, try stuff out, talk to people, and tell your story.

**562**  
completed  
appointments

- 25% undergraduate
- 57% graduate
- 9% alumni
- 9% non-matriculated

**229**  
unique individuals  
engaged

**65%**  
returned for a  
second appointment

*"I have benefited greatly from Dr. Koerner's honest feedback on my application materials and incisive perspectives on music academia. Dr. Koerner has helped me understand schools' needs and highlight my strengths to meet those needs. When I was not chosen for a position, she met with me to help me regain my confidence for my second interview, which successfully resulted in an academic job offer. I cannot thank her enough for her active mentorship."*

Kevin Sun, '22E (DMA)



## MELIORA COLLECTIVE MENTORING PROGRAM

Initiated in 2018, The Meliora Collective is the University-wide networking platform for students, alumni, faculty, staff, and parents to connect. Each semester, the University uses the platform to host a 1-3 month mentoring program connecting current students and young alumni to mentors in the field. This opportunity helps young professionals expand their network, learn more about the workforce, and discover their professional interests. The IML supports and recruits for this initiative on Eastman campus. This past year, there were 33 pairings of Eastman students with a mentor (17 Fall & 16 Spring).

## GUEST ADVISING

Throughout the year, industry professionals are identified via departmental collaborations to provide one-on-one advising sessions with current students. These specialists meet online and in-person with our Eastman musicians to provide advice on potential career paths, suggest network connections, and offer insight to industry trends. Guests during 2022-2023 included **Mark Volpe '79E** (retired former President and CEO of Boston Symphony Orchestra), **Eric Goldman '02E** (Manager, Federal Real Estate and Location Strategy from Deloitte), and **Lara Downes** (renowned American solo pianist).

### INDIVIDUAL ADVISING



WITH MEMBERS OF THE  
MOMENTA QUARTET

**Wednesday, March 15**  
**12 P.M. - 1:30 P.M.**  
**IML Office**

Chat with Alex Shiozaki or Michael Haas about forming a chamber ensemble, growing an audience, managing a portfolio career, and/or commissioning new music.

# EXPERIENTIAL LEARNING



## INTERNSHIPS

A core component of both the Master of Arts in Music Leadership and the Catherine Filene Shouse Arts Leadership Certificate Program is gaining practical experience through internships or capstone experiences. During 2022–2023, the IML supported 35 internships across 22 institutions both locally (16) and nationally (6). These for-credit and paid experiences occur via in-person, virtual, and hybrid formats to assist students in building relevant skills, industry knowledge, and professional connections in the field.



### Joyce Tseng, ALP Intern

In 2023, Joyce Tseng, DMA candidate in viola, interned with the **Rochester Philharmonic Orchestra (RPO)**. During this time, she was charged with designing visual aids for educational concerts, which included participation from over 9,000 students from local schools. Upon completion of her internship, the RPO then hired Joyce! VP of Education Barbara Brown states that hiring Joyce “is the perfect testament to how big of an asset she has been to RPO Education. I could not have made it through this semester without her!”



### Tucker Johnson '23E (MA), ALP Intern

Tucker Johnson, a Masters of Music in Composition student, interned with **WXXI Classical Radio**. While at the station, Tucker was tasked with interviewing and writing content that was then published by WXXI. His supervisor, Ruth Phinney states, “I truly believe that the sky’s the limit for a person like Tucker with the skills, drive and ambition to continue learning and making a difference in the world of the arts. We at WXXI are eager to maintain a relationship with Tucker moving forward.”



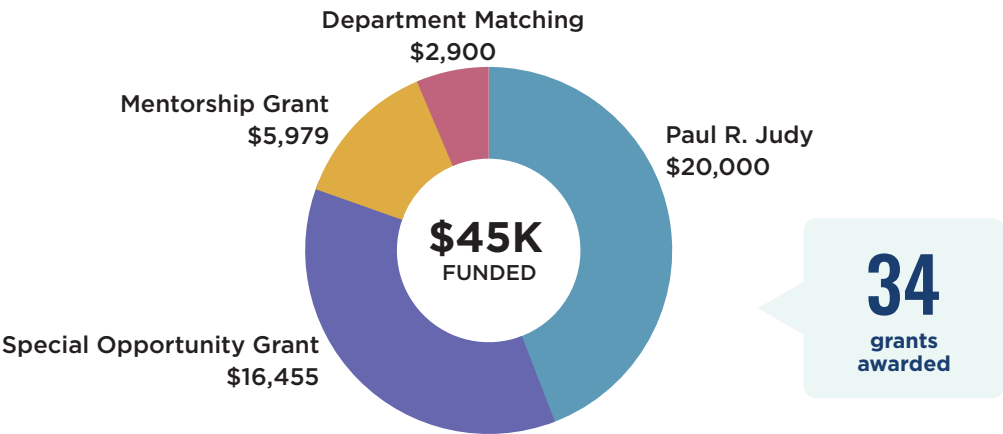
### Tyler Thormählen, MAML Intern

Over the summer of 2023, Master of Music Leadership student Tyler Thormählen traveled to Houston, Texas to work for the Development Office of the **Houston Grand Opera (HGO)**. There, he audited 1,100 donor portfolios and recommended next steps on how to engage with constituents. While at HGO, he reconnected with MAML alumna Sarah Bertrand '15E (MM), '22E (MA) who was hired as a Philanthropy Officer at HGO immediately upon her graduation in 2022.

# EXPERIENTIAL LEARNING

## GRANTS

The Institute for Music Leadership houses four annual grant programs that are offered to students, faculty, departments, and alumni of the Eastman community. These grants provide a wide variety of experiential opportunities to grant recipients by supporting research, projects, guests, and professional development opportunities. This year’s goal was to raise awareness of the funding opportunities and increase the number of applications to each grant initiative; both of these goals were achieved.



**Paul R. Judy Center for Innovation and Research Grant** - *for Eastman students, faculty or alumni*

The Paul R. Judy Center for Innovation and Research Grant provides funding for research and innovative musical projects that focus on diversity, equity, and inclusion. The PRJC Grant seeks projects and research that have potential for lasting and sustainable change in the broader field of music. This year, focused and increased marketing efforts raised awareness of the grant, which resulted in a 52% application increase.

<b>3</b>	<b>35</b>
awarded	applied

**Special Opportunity Grant** - *for Catherine Filene Shouse Fellows & alumni within two years of graduating*

Designed to further the professional development of students and recent alumni specifically within the Catherine Filene Shouse Arts Leadership Certificate Program, this grant supports attendance at conferences, workshops, trainings, and other relevant experiences that blend musical skills on and off the stage. This year, the number of applications increased by 26%.

<b>17</b>	<b>19</b>
awarded	applied

**IML Mentorship Grant** - *for full-time, matriculated Eastman students*

To encourage new thinking and innovative ideas in music which benefit the broader music field and communities, the IML Mentorship Grant is a guided program for Eastman student musicians. Applicants receive guidance in developing their grant proposals, and awardees are provided individual advising throughout the development and implementation of the project. The 2022-2023 grant cycle yielded a 100% increase in applications.

<b>7</b>	<b>10</b>
awarded	applied

**Department Matching Grant** - *for departments at Eastman School of Music*

This grant supports collaboration between IML and other Eastman departments to bring in external guests for presentations, panels, and other relevant experiences for the Eastman community. Each of Eastman’s 13 departments can apply once a year for a matching amount (up to \$500) for a guest event. This year, the IML saw a 133% increase in applications.

<b>7</b>	<b>7</b>
awarded	applied



# EXPERIENTIAL LEARNING

## SAMPLE GRANT PROJECTS AWARDED

### **Sampaguita Filipino Flute Project**

The heart of the Sampaguita Filipino Flute Project is to create visibility for and raise cultural awareness of Filipino classical music, as well as demonstrate the power of creating community through music. The Paul R. Judy Center for Innovation and Research Grant supported Norman Menzales '10E (MM) in the recording and recital tour of Sampaguita Filipino Flute Project, which showcases classical music written and inspired by Filipino composers. This album is intended to bring attention to an underrepresented community and the culture of Philippine artists.



### **Metropolitan Opera Internship at the Lincoln Center**

Directly after graduation, ALP Certificate alum Noah Sesling '22E (BM) was supported by the Catherine Filene Shouse Special Opportunity Grant to complete an internship at the Metropolitan Opera's Media Department. He spent three months as part of a team providing support to Met Opera On Demand and the Digital Recording Archives. One of Noah's big takeaways was being able to work at a large artistic institution in the midst of a cybersecurity breach. The experience demonstrated the importance of maintaining software to protect an organization and their customers.

### **Storytellers: A Student Composition Workshop**

Emilie Tupper '23E (BM) won an IML Mentorship Grant to support her string quartet, the Kilbourn Quartet, to work with second and third grade students at the Children's School of Rochester No. 15. The quartet created a collaborative composition with Clayton Trumbull (BM), then scheduled performances at the School and the Winton Public Library. The ensemble includes Chloe Yofan '23E (BM), Wednesday Hsu (BM Applied Music and BA Digital Media Studies), and Noah Janowicz '23E (BM).



### **A Case Study of Collaborative Leadership through a Musical Ensemble from Addis Ababa, Ethiopia**

Anaar Desai-Stephens, Assistant Professor of Ethnomusicology, utilized the Department Matching Grant to support a workshop by QWANQWA, a musical project creating dialogues between cultures, while on their international tour. The members of QWANQWA shared their story about forming the ensemble, the instruments traditional to Ethiopian music, and information about the music and musical culture in Ethiopia. The group also shared their journey of planning and embarking on an international tour, and fielded a wide variety of questions from the audience.

# INTERNAL COLLABORATIONS

## COURSE GUESTS

Every IML course is allocated a \$500 per semester to bring in guest speakers that can provide industry insights and connections. These guests come from music and non-music backgrounds, represent non-profit and for-profit institutions, and are located throughout the United States and across the world.

## EVENTS & PRESENTATIONS

Every event hosted and/or presented by the IML is done in collaboration with ESM academic departments, student groups, or centers. All events align with established IML learning objectives that fall within the Designing Your Life philosophy. Event highlights from 2022-2023 included partnering with the George T. Walker Center for Equity & Inclusion in Music to present on diversity statements and bringing in a local photographer to offer free professional headshots to ESM students. In addition, IML staff were invited to present workshops for students enrolled in programs through Music Teaching and Learning, Musicology, and Conducting & Ensembles. All attendees are asked for feedback, as a way to assess whether the event matches with the established learning objectives. Of these completed surveys, 94% of students rated IML events a 4 or 5 on a 5-point scale with 5 being the highest ranking.



## ADDITIONAL COLLABORATIONS

### National Science Foundation (NSF) Grant

The IML is part of a team to explore the Future of Work at the Human-Technology Frontier Program. Supported by a 3-year \$1.8M NSF grant, the study (currently in year one) is exploring how musicians leverage technology, specifically artificial intelligence (AI) powered tools, in the creation, performance, and dissemination of their work.

### Career Education Leaders Group

Initiated by Joe Testani, the Career Education Leadership Group consists of representatives from five career centers at the University. This team meets regularly to discuss and share strategies in technology, industry trends, data collection, and other services to support student careers. As of spring 2023, the IML leads the sessions.

### Self-Defense Training

Director Roberts is developing a women's self-defense program for the University of Rochester campus. In collaboration with with Simon Business School and the University's Department of Public Safety, she offered four workshops to equip students with crucial skills to protect themselves from potential threats by promoting personal safety and well-being, creating a safer and more equitable campus and society.

### AAUW Salary Negotiation

Since 2019, the University has held trainings for students, staff, and alumni on salary negotiations. Utilizing the American Association of University Women (AAUW) official Start-Smart & Work-Smart programs, each year two to five trainings are offered. Director Roberts & Assistant Director Koerner are official facilitators of AAUW and provided trainings throughout 2022-2023.

# EXTERNAL COLLABORATIONS

## SUMMER PROFESSIONAL DEVELOPMENT PROGRAMS

### **Eastman Leadership Academy (ELA)** *for collegiate music students*

Starting in 2017 as an affiliation of the Eastman Leadership Conference, the ELA has evolved to a student-focused virtual experience. For five days, participants explored mission and visions, finance, and community engagement to understand project and nonprofit management. The 2023 keynote speakers were Monique Van Willingham (New England Conservatory) and Sarah Forestieri '19E (MM) (City of Brampton, Canada), with additional workshops by IML staff. The cohort of 19 students were partnered in small groups for activity-based sessions, case study exploration, and designing their own musical enterprise to pitch to the ELA faculty. Thanks to the generosity of the Yamaha Corporation, accepted students received a full-tuition scholarship to attend the Academy.



*"The ELB is is a wonderful and accessible opportunity for anyone looking for mentorship in the field of music and arts administration while still working full time. The module topics, faculty presenters and case studies were all top-notch, creating an environment of thought, discussion, and active participation. There is so much information and practical knowledge I have been able to take away from this week, and it was the extra motivation I was looking for at this stage in my career."*

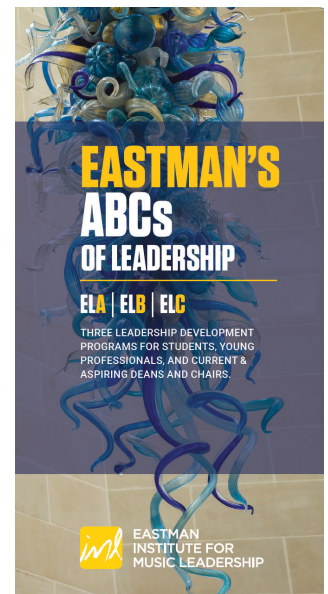
Sophie Dolamore (ELB '23)

### **Eastman Leadership Bootcamp (ELB)** *for professionals in music*

The Eastman Leadership Bootcamp is a weeklong virtual program tailored to the working professional. In its second year, the ELB consisted of 17 learners that met twice a day for intensive sessions on fundraising, finance, law, equity and inclusion, and leadership as they relate to the individual and musical enterprise. The faculty for this program are drawn from the faculty of the MA in Music Leadership degree, and the Dean of the Eastman School of Music. To remove access barriers, the IML offers partial and full tuition scholarships to ELB applicants. In addition, this year the IML partnered with El Sistema USA, which is currently exploring professional development and education opportunities for Sistema leaders. To explore what the ELB has to offer, eight El Sistema members were provided with a Dean's Scholarship to participate in the 2023 Bootcamp.

### **Eastman Leadership Conference (ELC)** *for current and aspiring deans, department chairs, and any faculty or staff members of music schools*

In summer of 2023, the IML hosted its sixth Eastman Leadership Conference, an in-person leadership intensive for higher education music leaders from across the country. The featured presenters included Dean Jamal Rossi '87E (DMA) from Eastman School of Music, Dean Todd Queen '97E (MM), '00E (DMA) from Florida State University, and Dean Susan Van Vorst from the Baldwin Wallace University Conservatory of Music. Additional presenters included Rachel Roberts (IML), Dr. Crystal Sellers Battle (George Walker Center), and Ivy Walz, Associate Dean at Ithaca College. Across the four days, the cohort of 30 participants received hands-on training sessions, panel discussions with the featured guests, reviewed case studies, and built a community of professionals in the field. The Yamaha Corporation graciously provides funding to one individual from each of their annual Institutes of Excellence to attend the Conference each year.





# EXTERNAL COLLABORATIONS

## PARTNERSHIPS, PRESENTATIONS, AND COLLABORATORS

### College Music Society

Director Roberts has been an active participant in the College Music Society (CMS), representing Eastman through numerous presentations and participation on committees. She is serving on the 2023 Program Committee for the National Conference in Miami, and is serving as 2024 Program Committee Chair for the upcoming National Conference in Washington, DC. Additionally, Roberts is serving on the CMS's career development and entrepreneurship committee, as well as the ad-hoc committee, "re-imagining how we gather" to explore the future of national convenings.

### Society for Arts Entrepreneurship Education

Dr. Blaire Koerner attended the virtual 2023 Society for Arts Entrepreneurship Education (SAEE) Conference, an organization committed to advancing formal training and high educational standards for the arts entrepreneurship education. While there, she presented on "Implementing Case Studies into Creative Education," utilizing the Eastman Case Studies as an example.



### Global Leaders Program

Director Roberts worked with the Global Leaders Program, which prepares arts professionals to grow creative enterprises that sustainably impact communities, to develop trainings. Using the Eastman Case Studies as the backbone of the sessions, she facilitated the 70-member cohort through exploring the evolving relationship between arts organizations and their communities, looking at questions around impact, privilege, access, and belonging as a call for leaders to reflect, gain self-awareness, and evolve their approach to action.

### El Sistema USA

Director Roberts worked with El Sistema USA (ESUSA) Executive Director Elizabeth Moulthrop to initiate brainstorming conversations of how IML might produce continuing education and professional development experiences for leaders across ESUSA programs. This resulted in Roberts attending the El Sistema National Symposium to facilitate focus group sessions among ESUSA leadership, then providing eight full-tuition scholarships for ESUSA leaders to attend the Eastman Leadership Bootcamp. The IML looks forward to continuing conversations and possible programing opportunities together.

### Greater Rochester (NY) Arts and Cultural Participation

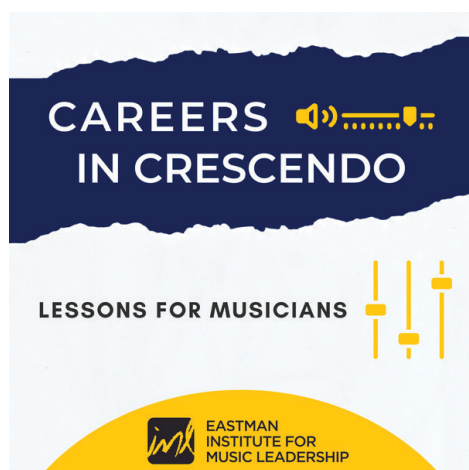
On behalf of Eastman, Director Roberts sits on two boards in the community: the Rochester Downtown Development Corporation Board and (as of May 2023) the Partnership for Downtown Rochester Board. Additionally, she is working collaboratively with Simeon Banister (CEO) and Annette Jimenez-Gleason (Senior Program Officer) of the Rochester Area Community Foundation. Together, along with the input and guidance of numerous arts and cultural leaders throughout Rochester, they are facilitating convenings and conversations in Downtown Rochester that aim towards designing and launching a new Central Arts Hub for the community.



# INDUSTRY RESEARCH & SUPPORT

## THE EASTMAN CASE STUDIES

The Eastman Case Studies has adapted and evolved the Harvard Business School case study method by creating cases that present business challenges specific to music organizations. Each case presents a current and/or realistic management scenario—developed in close partnership with a professional music organization—for discussion by arts administration students. Each case presents a topical issue, builds a compelling narrative based on interviews with key stakeholders, and then places students in the shoes of the stakeholders to discuss and consider solutions. By presenting detailed data and leadership perspectives, the cases are exercises in targeted decision-making. There is a growing library of over 50 cases with subscribers from university programs around the country. During 2022-2023, the IML developed case studies with: ANNA Crusis Feminist Choir in Philadelphia; Romemu Synagogue, a musically focused synagogue in New York City; Midnight Oil Collective, a venture funding studio created for artists; Helios Opera, a virtual opera company; Chicago Arts and Music Project, an El Sistema-influenced educational program in Chicago; and the ShenCo Lab, an entrepreneurship training program at Shenandoah University's Conservatory.



## THE IML PODCAST

Season 3 of the IML podcast *Create.Inspire.Lead* consisted of nine episodes hosted on Apple Podcasts, Spotify, and SoundCloud. The focus of the podcast is interviewing alumni, Eastman faculty and staff, and grant winners on their careers, projects, and expert insights into the professional music world.

This year marks an increase of nearly 80% in content over Season 2, and had an increase of unique listens by over 200%. Starting in August of 2023, the podcast will be rebranded under the new name of *Careers in Crescendo: Lessons for Musicians*. In spring of 2023, two competitions were held to solicit student-generated materials for the podcast rebrand. The winners of these competitions included Joyce Tseng (DMA) for artwork and William Jae (BM) for the music.



## PAUL R. JUDY CENTER FOR RESEARCH AND INNOVATION

Founded in 2013, the Paul R. Judy Center encourages scholars to engage in a new field of research, one that focuses on innovative ensembles, their business models, and their impact on contemporary culture. In particular, Mr. Judy wished to produce additional research as resources to help young musicians and seasoned professionals alike gain knowledge and skills related to new models of artistic innovation, organizational relationships, and operational sustainability. The 2022-2023 research focus was on performance-based job opportunities. The initial phase of research work consisted of tracking, cataloging and assessing job openings for each instrument in orchestras, orchestra pits, and military bands, to bring awareness of the number and location of openings, full-time/part-time status, and scope of income. Future research phases will focus on understanding opportunities, career pathways, and community impact of innovative and entrepreneurial musical endeavors.

## 2022-2023 Cohort Members

### MA in Music Leadership (Majors)

**Leonardo Enrique Aguilar**

**Steven Alexander**

Combined Degree with  
MBA from UR Simon  
Business School

**Christopher Corona**

**Sean Hickey**

**Dustin Lin**

**Alison Mack**

**Kenneth Martinson**

**Tyler Thormählen**

Dual Degree with  
MM Performance and  
Literature, Horn

**Ashley Vogler**

### Music Leadership Minors

**Austin Chanu**

DMA Orchestral  
Conducting

**Emily Hart**

DMA Performing and  
Literature, Oboe

**Justin McCulloch**

DMA Performance and  
Literature, Double Bass

### Catherine Filene Shouse ALP Certificate

**Catharine Baek**

MM Performance and  
Literature, Piano

**Reginald Bowens**

DMA Performance and  
Literature, Voice, Jazz

**Meg Brilleslyper**

BM Applied Music, Voice

**Dykeem Cervantes**

BM Applied Music,  
Saxophone

**Landon Chang**

MM Performance and  
Literature, Saxophone

**Sammy DeAngelis**

MM Performance and  
Literature, Percussion

**Oliver Gomez**

BM Applied Music,  
Double Bass, Jazz

**Marlies Hollevoet**

MA Composition

**Liz Jackson**

BM Applied Music, Voice

**Tucker Johnson**

MA Composition

**Suwon Kim**

BM Applied Music, Violin

**Yi-Ning Lo**

DMA Composition

**Stephanie Magera**

BM Applied Music, Tuba

**Zoe Markle**

MM Performance and  
Literature, Double Bass

**Elizabeth Wheelwright  
Mayo**

MM Performance and  
Literature, Harp

**Emma Milian**

BM Applied Music, Violin

**Madelin Morales**

BM Applied Music, Voice

**Sean McWilliams**

MM Performance and  
Literature, Percussion

**Madeleine Nysetvold**

BM Applied Music, Violin

**Leif Pedersen**

BM Applied Music, Voice

**William Pyle**

MM Performance and  
Literature, Saxophone

**Hannah Reich**

MM Performance and  
Literature, Voice

**Daniela Reyes**

BM Applied Music, Voice

**Rachel Richards**

BM Applied Music,  
Percussion

**Seiko**

MM Performance and  
Literature, Voice

**Kayla Sconiers**

BM Applied Music, Voice

**Uday Singh**

DMA Performance and  
Literature, Saxophone

**Rachel Smith**

BM Applied Music, Viola

**Alexander Tada**

BM Applied Music, Violin

**Cori Trenczer**

BM Applied Music, Cello

**Karina Tseng**

BM Applied Music, Piano

**Tik Yan (Joyce) Tseng**

DMA Performance and  
Literature, Viola

**Michael Witt**

BM Applied Music, Tuba

**Taylor Yoon**

BM Applied Music, Cello

**Ju Young Yi**

BM Applied Music, Clarinet

## Staff & Student Workers

### Staff

**Kristijan Bogdanovski**  
Assistant Project Manager

**Jeff Dunn**  
Program Manager

**Kelly Jutsum**  
Administrative Assistant

**Blaire Koerner**  
Assistant Director

**Harish Nayak**  
Project Manager

**Rachel Roberts**  
Director

### Contractors

**Anna Reguero**  
Eastman Case Studies  
Editor

### Student Staff

**Leo Aguilar-Arias**  
MAML Graduate Assistant

**Catharine Baek**  
IML Graduate Assistant  
(Spring Only)

**Ian Briffa**  
Production Team

**Kaili Ebert**  
Humanities for Life Intern

**Emma Gierszal**  
Marketing Team

**Abby Hanna**  
Operations Team

**Marlies Hollevoet**  
ALP Intern

**Elise Kim**  
Operations Team Lead

**Justin Lamb**  
Research Team

**Ling-Yu Lee**  
Research Team

**Zoe Markle**  
Marketing Team

**Anna Martin**  
IML Graduate Assistant (Fall),  
ALP Assistant (Spring)

**Lena Ravitch**  
Productions Team

**Veronica Rokicki**  
Operations Team

**Rachel Smith**  
Production Team

**Ashely Vogler**  
MAML Graduate Assistant

**Ju Young Yi**  
ALP Intern

**Nathaniel Zhang**  
Research Team

## Course & Event Guests

### Individuals

Gretchen Antony  
Ben David Aronson  
Joan Beal  
Bill Boxer  
Madeleine Caccavale  
Deidre Chadwick  
Michael Clayville  
Jeff Conner  
Elisa Dekaney  
Bob DeRosa  
Rachel Dirks  
Alistair Duncan  
Jamal Duncan  
Felicia Dunlap  
Jacob Ertl  
Judith Finell  
Kevin Fitzgerald  
Anne Fitzgibbon  
Dennis Foley  
Sarah Forestieri  
Wendy Fritz  
Quentin Goins

Skip Greer  
Lauren Haley  
Armand Hall  
Elena Harroun  
Pamela Hin  
Jason Hurwitz  
Lara Ianni  
Caitleen Kahn  
Alice Kanack  
Sangmi Kang  
Lisa Kaplan  
Mark Kellogg  
Blaire Koerner  
Patrick Laird  
Louise Ly  
Gaelen McCormick  
Maura McCune  
Leah McGray  
Randy Merrill  
Rosanna Moore  
Calvin Morris  
Sean Murphy  
Ignacio Nacho  
Carolyn Nishon

Rosemary Obi  
Jean Pedersen  
Paulo Perfeito  
Kyle Peters  
Jennifer Phillips  
Ruth Phinney  
Mike Reed  
Sarah Rhee  
Rachel Roberts  
Aaron Sanko  
Laurie Scott  
Crystal Sellers Battle  
Christina Shifton  
Uday Singh  
Alden Snell  
Wilson Southerland  
Howard Spindler  
Jeff Tyzik  
Susan Uselmann  
James VanDemark  
Joseph Vanderstel  
Mark Volpe  
Andrew Wall  
Michael Wayne

Tom West  
Blair Williams  
Andrew Zappia  
Danny Ziemann

### Ensembles

fivebyfive  
Imani Winds  
Incantare  
Momenta Quartet  
QWANQUA

## Course Offerings

### Fall 2022

#### A Singer's Guide to the Professional Journey

ALC 213 & 413, 1 cr.  
Kathryn Cowdrick

#### Arts Leadership Internship

ALC 280 & 480, 0.5-1 cr.  
Blair Koerner

#### Career Skills for the 21st Century

ALC 212 & 412, 2 cr. (online)  
Stephen Danyew

#### Designing Music Enterprises: Practicum

ML 422, 3 cr. (online)  
Rachel Roberts

#### Development and Fundraising in Music

ML 432, 3 cr. (online)  
Toni Paz

#### Entrepreneurial Thinking

ALC 210 & 410, 2 cr. (online)  
James Doser

#### Gift & Grant Seeking in the Non-Profit Arts World

ALC 219 & 419, 1 cr.  
Jacob Langerak

#### Introduction to Financial Management

ML 412, 3 cr. (online)  
Lisa French

#### Introduction to Recording: A Beginner's Guide

ALC 220 & 420, 1 cr.  
Richard Wattie

#### Leadership Issues in Music

ALC 211 & 411, 1 cr. (online)  
James Doser

#### Music Leadership Internship

ML 480, 3 cr. (online)  
Blair Koerner

#### Preparing Future Music Faculty

ALC 425, 2 cr.  
Lisa Caravan

#### Strategies for Audition Success

ALC 228, 1 cr.  
Maura McCune-Corvington,  
Michael Wayne, James Van Demark

### Spring 2023

#### Arts Leadership Internship

ALC 280 & 480, 0.5-1 cr.  
Blair Koerner

#### Building a Web Presence

ALC 215, 1 cr.  
Nikolas Allen

#### Community Engagement

ALC 216 & 416, 1 cr.  
Armand Hall

#### Consent & Performance: "Me Too"

ALC 233 & 433, 1 cr.  
Sara Penner

#### Copyright & Licensing for Musicians

ALC 217 & 417, 1 cr.  
Stephen Danyew

#### Economics Musical Arts Organization

ML 411, 3 cr. (online)  
Lisa French

#### Entrepreneurial Ideas in Music

ML 423, 3 cr. (online)  
Melissa Ngan

#### Entrepreneurial Thinking

ALC 210 & 410, 2 cr.  
James Doser

#### Innovative Leadership

ML 420, 3 cr. (online)  
Rachel Roberts

#### Intermediate Recording

ALC 221 & 421, 1 cr.  
John Truebger

#### Introduction to Music Therapy

ALC 222 & 422, 1 cr.  
Margaret MacArthur

#### Keys to Healthy Music

ALC 223 & 423, 1 cr.  
Sue Callan-Harris

#### Marketing in the Digital Age

ALC 223 & 423, 2 cr.  
Carey Kirkpatrick

#### Marketing Music Enterprises

ML 431, 3 cr. (online)  
Judith Ricker

#### Preparing Future Music Faculty

ALC 425, 2 cr.  
Philip Silvey

#### Studio Teaching: An Essential Career Component

ALC 229 & 429, 1 cr.  
Maura Corvington

### Summer 2022

#### Arts Leadership Internship

ALC 280 & 480, 0.5-1 cr.  
Blair Koerner

#### Law and Music

ML 413, 2 cr. (online)  
Ari Solotoff

#### Music Administration & Governance

ML 410, 4 cr. (online)  
Rachel Roberts

#### Music Leadership Capstone

ML 480, 3 cr. (online)  
Blair Koerner



## Grant Winners

### Paul R. Judy Center for Innovation and Research Grant

**Guerilla Opera, Aliana de la Guardia**

Her | alive.un.dead

**Brianna Garcon**

Sugar Hill Salon

**Norman Menzales**

Sampaguita Filipino  
Flute Project

### IML Mentorship Grant

**Logan Barrett**

Electro/Acoustic

**Colin Crake**

Hana Hou Music Program

**Ben Jalensky**

Sacred Heart Chamber  
Music Program

**Zoe Markle**

Artistic Cooperatives:  
The Future of Arts  
Organizations

**Stephanie Tateiwa**

Journey in Passion

**Emilie Tupper**

Storytellers: A Student  
Composition Workshop

**Michael Witt**

Zephyr Ensemble

### Departmental Matching Grant

**Chamber Music**

Incantare Workshop

**Composition**

fivebyfive residency  
at Eastman

**Conducting & Ensembles**

John Richards & JACK  
Quartet Workshop on  
Ensemble Management

**Musicology**

QWANQWA Workshop

**Strings, Harp & Guitar**

Victoria Paterson  
Workshop and Advising

**Woodwinds, Brass &  
Percussion**

Morris Trombone  
Insitute, Quentin Goins  
& Calvin Morris

### Special Opportunity Grant

**Catharine Baek**

Kent Blossom Music  
Festival

**Ian Briffa**

American Saxophone  
Academy

**Meg Brilleslyper**

Young Artists' Vocal  
Academy at Houston  
Grand Opera

**Dykeem Cervantes**

Rochester Summer Opera

**Sammy Deangelis  
& Emma Gierzsal**

Chamber Duo Community  
Engagement

**Elizabeth Jackson**

The Humanity Project  
in Tanzania

**Tucker Johnson**

Penn State International  
New Music Festival &  
Symposium

**Yi-Ning Lo**

CAMPGround23 Festival

**Zoe Markle**

Evolution: Classical 2023

**William Pyle**

Chamber Music America

Conference

**Tyler Ramos**

New York State Music  
Teachers Association  
State Conference

**Hannah Reich**

Rochester Summer Opera

**Kayla Sconiers**

Finger Lakes Opera

**Noah Sesling**

Metropolitan Opera  
Internship

**Rachel Smith**

Boston Early Music Festival

**Seiko**

Musician Wellness In Opera  
Training

**Tik Yan (Joyce) Tseng**

Rochester Summer Opera

## IML Publications

### Eastman Case Studies Published

**Secondary Composition for the Screen**  
Myles Boothroyd

### Podcasts Released

**S3E1 - Examining Values**  
Michael Wayne

**S3E2 - Making Changes**  
Scott Stratton

**S3E3 - Russell Rybicki & the San Antonio Philharmonic**  
Russell Rybicki

**S3E4 - Amplifying Black Composers with The Overlook**  
Laura Metcalf

**S3E5 - Incantare: Chamber Music, Connections, and “New” Composers**  
Liza Malamut & Ben David Aronson

**S3E6 - Choosing a Graduate School**  
Matthew Ardizzone

**S3E7 - Discussing Leadership**  
Mark Volpe

**S3E8 - Creating A New Opera with Guerilla Opera**  
Alina de la Guardia

**S3E9 - Creating a More Inclusive School Music Program**  
Lisa Caravan, Alden Snell, & Brittany Green

## Internship Host Organizations

### Local

**BIODANCE**

**Eastman Community Music School**

**ESM, Institute for Music Leadership**

**ESM, Office of Communications**

**ESM, Summer @ Eastman**

**fivebyfive**

**Gateways Music Festival**

**GirlsRock!**

**Hats + Heels Duo**

**The Hochstein School**

**The Outer Loop Theater Experience**

**Pegasus Early Music**

**RocMusic Collective**

**Rochester Philharmonic Orchestra**

**Rochester Philharmonic Youth Orchestra**

**Teaching Artists Roc**

**WXXI Classical Radio**

**University of Rochester Medicine Otolaryngology**

**University of Rochester, University Health Services**

### National

**Finley Law**  
New Port Beach, California

**Houston Grand Opera**  
Houston, Texas

**The Philadelphia Orchestra**  
Philadelphia, Pennsylvania

**STEW**  
Miami, Florida

**Third Coast Percussion**  
Chicago, Illinois

**Vail Jazz Festival**  
Vail, Colorado